

Service Area	Service Description	Department	T1	T2	T3
Business Hub	To guide new and existing businesses through the City's processes, find ways to reduce or mitigate red tape, provide resources in the community to assist businesses	Business and Community Relations	COTW Report on Build Back Victoria- BBV (Engagement, Improvements and Govt St Recommendations); Host Online Focus Group for BBV Engagement; Review and Process BBV Applications and Inquiries; Co-Host Webinar with Community Micro Lending -Small Business Grants; Assist businesses through City processes	Workshop - "Cutting Red Tape"; Marketing Campaign for BBV and Shop YYJ; Translate Business Hub Support Materials in 2 languages; Review and Process BBV Applications and Inquiries; Assist businesses through City processes;	COTW Report on Build Back Victoria; Mitigation Strategy Development; Retail Strategy Assessment; Review and Process BBV Applications and Inquiries; Assist businesses through City processes
Create Victoria Master Plan	Implementation of Create Victoria Arts and Culture Master Plan	Business and Community Relations	COTW Report on Cultural Space Grant Program.	Vacant Storefront Program Launch	COTW Report: Music Strategy and Cultural Space Road Map
Creative Animation and Programming of Public Space	Programming includes free arts and culture activities in Centennial Square and Cameron Bandshell, poet laureate and youth poet laureate events and readings, artist in residence and Indigenous artist in residence programs, Canada Day celebrations, public art programs, Indigenous symposium , seasonal animation and banner program.	Business and Community Relations	Calls to Artists: Commercial Alley, Vacant Storefronts and Kiosks, mural roster, Topaz Park. April Poetry Month. Chinese New Year decor.	City-wide programming including music performances linked to BBV program. AIR and IAIR projects, virtual poetry events, installation of temporary public art downtown, new summer banners installed, options for a virtual Canada Day explored.	Orange Shirt Day, Butler Book Prize and Children Prize awarded, youth poet laureate nomination process, public art symposium, winter decor installed
Festival, Event and Film Support	Includes regulation of public space use for film and event requests, and event resource support including Festival Investment Grant program, Festival Equipment Loan program and liaison role with community groups.	Business and Community Relations	COTW report on Festival and Investment Grant funding recommendations		Host festival grants workshop Applications received for 2022 Festival Investment Grant program
Late Night Program	Receive input from the Late Night Advisory Committee on arising issues and interests and monitor the late night economy activity on a quarterly basis through the Multi Agency Task Force which includes City staff, VicPD, LCRB inspectors, Fire Dept and VIHA	Business and Community Relations	On hold for 2021	Late Night Program reinstated with remaining budget. Partial redeployment of VicPD officers and one supervised taxi stand. Multi-agency late night tours and Late Night Advisory Committee meetings reconvened.	Continued Late Night Program with partial redeployment of VicPD officers and services.
Neighbourhood Liaison Activities	Facilitate efforts to improve communication between neighbourhood groups and residents with the City of Victoria. Assist neighbourhoods to access information and understand City processes and decision making. Assist staff in understanding neighbourhood issues and better collaborating with neighbourhood groups and residents.	Business and Community Relations	COTW report on 2020 My Great Neighbourhood Grants (MGNG) Facilitation of Neighbourhood Coordinator grant program Community Virtuals (Jan - Engagement, Feb - Community Art, Mar - Growing in the City, Apr - Community Preparedness) April 1 intake for 2021 MGNG	Neighbourhood Boundaries engagement completed; final referral regarding City support for neighbourhoods outreach in progress; Supporting community meetings for new social housing facilities	Publication of Neighbourhood Led Action Guide Neighbourhood Boundaries report to Council MGNG 2021 program report to Council Community Virtuals (Sept - Dec)
Victoria Conference Centre	Sell, manage and service 77,000 sq.ft. of space in the Victoria Conference Centre including 25,000 sq. ft. of space in Crystal Garden for conferences, special events, meetings and trade consumer shows in Victoria.	Business and Community Relations	April 1st re-opening of VCC Launch Virtual Studio/Pres Stage "Annual Flower Campaign" Launch Green Meetings Guide Virtual Sales Activities: Society of Incentive Travel Executives Cdn Society of Association Executives Tete-a-Tete GO WEST Series MPI BC Chapter - "The Event" Global Meetings Industry Day	Meetings Restart Campaign: local advertising, local market and host small client event Group Booking Sales Incentive Offer Campaign Flavour Trail Group Experiences Destination FAM Experience Virtual Sales Activities: American Society of Assn Executives Tradeshow Canadian Meetings & Events Exposition Tradeshow CONNECT Marketplace Tradeshow	Prov/Natl Meetings Campaign Virtual Sales Activities: International Congress & Convention Assn Conference IMEX America Tradeshow CSAE National Conference Professional Convention Mngmt Assn Canadian Innovation Conference Customer Advisory Board Meeting
Protocol Office	The protocol program handles various events, activities and services that benefit, promote, celebrate or enhance Victoria. The office also provides guidance and support for First Nations relationships, and works to hold events with dignitaries or when Mayor and Council are called upon to act in an official capacity.	City Manager's Office	Indigenous cultural training complete. Lunar New Year intergovernmental greetings. Honorary Citizen Awards planning. Twin City correspondence and initiatives. Coordinate First Nations intergovernmental letters, City Hall light-ups, community flag requests, half-mastings, gift requests. Coordination with protocol offices across country.	Pride month and World Refugee Day flag raising events. Morioka anniversary celebrations (virtual). Twin City correspondence and initiatives. Coordinate First Nations intergovernmental letters, City Hall light-ups, community flag requests, half-mastings, gift requests. Coordination with protocol offices across country.	Orange Shirt Day, Remembrance Day, Hannukah events. Morioka school & business delegation visits (tentative). Honorary Citizen Awards & ceremony delivered. Carolling Week. New Year's Levee planning. Twin City correspondence and initiatives. Coordinate First Nations intergovernmental letters, City Hall light-ups, community flag requests, half-mastings, gift requests. Coordination with protocol offices across country.
Bylaw and Licensing Services	Responsible for bylaw enforcement (compliance and investigations), business licence reviews and compliance checks, and developing a City strategy aimed at regulating short term rental market. Collaborate with community partners to reduce homelessness and improve the situation for those who are currently unhoused.	Bylaw Services	On-Going	On-Going	
Service Improvement	Advance the City's Corporate Plan objectives through process and service improvements, performance monitoring, and sustainment of the Project Management Framework implementation.	Corporate Services	Work with Permits and Inspections to update phone system	Update Project Management Framework and Tools	Focus on Digital Strategy and Client Relationship Management
Equity, Diversity and Inclusion	Establish the Office of Equity, Diversity and Inclusion	Corporate Services	Recruit staff	Draft framework development	Expand community profile information

Service Area	Service Description	Department	T1	T2	T3
Finance	Responsible for safeguarding the City's financial assets, and leading financial planning to ensure the financial stability and viability of the City. Provides financial reporting and information and advice to all City departments, Council and the general public.	Corporate Services	External Financial Statement Audit, Final Financial Plan, Application deadlines for Strategic Plan Grants and Micro Grants	Annual Report and Audited Financial Statements Released, Property taxes due July 2	Draft Financial Plan introduced to Council, Financial Plan Discussions, Interim External Audit
Fire Hall #1 Replacement	Replacement of the Fire Hall #1 located on Yates Street.	Corporate Services	Off-site design work complete, project in construction phase with foundation complete. Work above grade to commence T2	Interior Design, Furniture, Appliance procurement on-going. Off-site construction contract.	Development of Fire Department Operations and Administration relocation plan.
Human Resources - Learning Services	Plan and deliver learning programs to support corporate priorities including leadership capacity, change management and business enablers.	Corporate Services	Leadership Development Learning - Level 1 and Level 2 Create Equity, Diversity and Inclusion (EDI) training delivery consultant roster Continue rollout of online Indigenous Cultural Safety Learning	Deliver EDI learning including Gender Diversity Awareness, Accessibility and Accessible Design Standards Identify scope for Antiracism/anti black racism learning	Launch pilot of Level 3 Leadership Development Learning Continue delivery of Equity Diversity and Inclusion Learning Initiate procurement processes for City specific Anti-racism training Initiate procurement process for Experiential Indigenous cultural safety learning to be offered in 2022
Human Resources - Health and Safety	Develop and implement safety management systems to proactively prevent workplace accidents, and coordinate rehabilitation programs to provide ill or injuries employees with stay at work and return to work opportunities.	Corporate Services	COVID-19 Pandemic Response: Update Risk Assessments & Controls in response to public health orders and advice Initiate Safety training 2021 Initiate implementation of Safety Management System Software	COVID-19 Pandemic Response: Update Risk Assessments & Controls in response to public health orders and advice Safety training 2021 Complete Implementation of Safety Management System Software	COVID-19 Pandemic Response & Service Recovery Planning Safety training 2021 complete Plan Safety training 2022
Human Resources - Talent Acquisition	Full cycle recruitment support including new employee onboarding and orientation	Corporate Services	Recruitment to new positions approved by Council through Financial Plan and existing vacant positions. Complete development of Talent Acquisition process review.	Recruitment to fill vacant positions. Implementation of Talent Acquisition processes updated through review including Hiring Manager Training.	Recruitment to fill vacant positions. Review implemented process changes from T2 to ensure effectiveness. Identify and initiate Talent Acquisition processes improvement projects for 2022.
Information Technology	Helpdesk	Corporate Services	Provide IT client support to all city staff with extra attention to COVID-19 work from home enablement, participate in IT project work and perform annual refresh of desktops and laptops	Provide IT client support to all city staff with extra attention to COVID-19 work from home enablement, participate in IT project work and perform annual refresh of desktops and laptops	Provide IT client support to all city staff with extra attention to COVID-19 work from home enablement, participate in IT project work and perform annual refresh of desktops and laptops
Information Technology	Technical Infrastructure	Corporate Services	Maintain city core IT Infrastructure, provide cyber protection, participate in IT project work including COVID-19 related solutions and proactively improve system operations to minimize unscheduled down time	Maintain city core IT Infrastructure, provide cyber protection, participate in IT project work including COVID-19 related solutions and proactively improve system operations to minimize unscheduled down time	Maintain city core IT Infrastructure, provide cyber protection, participate in IT project work including COVID-19 related solutions and proactively improve system operations to minimize unscheduled down time
Information Technology	Business Solutions	Corporate Services	Lead corporate projects involving technology implementation including COVID-19 related solutions, support and maintain internally developed software applications.	Lead corporate projects involving technology implementation including COVID-19 related solutions, support and maintain internally developed software applications.	Lead corporate projects involving technology implementation including COVID-19 related solutions, support and maintain internally developed software applications.
Information Technology	Information Management	Corporate Services	Lead citywide Electronic Document and Records Management (EDRMS) project rollout and support the update and modernizing of the city's office productivity tools (Modern Workplace)	Lead citywide Electronic Document and Records Management (EDRMS) project rollout and support the update and modernizing of the city's office productivity tools (Modern Workplace)	Lead citywide Electronic Document and Records Management (EDRMS) project rollout and support the update and modernizing of the city's office productivity tools (Modern Workplace)
Legislative Services - Council Process	Legislative Services manages the council meeting process preparing and publishing Council and Committee of the Whole meetings, recording minutes and webcasting	Corporate Services	Management of Council agenda and meeting processes	Management of Council agenda and meeting processes. Preparation for moving Council and Committee of the Whole meetings back to City Hall.	Management of Council agenda and meeting processes
Legislative Services - Policy	Legislative Services undertakes policy related projects on a variety of issues in the City not lead by other departments	Corporate Services		Review of Cannabis Retail and Licence Fee Policies; Regulation on sale of pets;	Development of Regulations on Feeding Birds in Vic West; Noise bylaw review
Parking Services	Operation of five parkades, three surface parking lots and over 2,000 on street parking spaces downtown.	Corporate Services	Preparation to implement conversion of City Parkades to gateless pay by space.	Near completion of Parkade implementation. Begin Licence Plate Recognition (LPR) RFO.	Complete Parkade conversion to pay by space. Intention to roll out LPR system.
Real Estate	Leads all aspects of the City's strategic real estate program and holdings including the City's active portfolio of commercial properties. In particular, the business unit seeks to maximize the City's returns from its property holdings and ensure the City has the appropriate real estate portfolio to meet its current and long terms needs	Corporate Services	Minimize the impacts of pandemic on City's real estate portfolio and revenue. Complete renewals and management of leases and licences of City owned land. Support advancement of affordable housing and supportive housing projects, including development of 926/930 Pandora Avenue project. Implementation and ongoing support of Transitional Shelter Project at 940 Caledonia Avenue. My Place Temporary Shelter lease renewal. City transportation, greenspace and core services projects including David Foster Harbour Pathway, Doric Connector, completion of Peter Pollen Park acquisition, FH1 project and central library renewal project.	Minimize the impacts of pandemic on City's real estate portfolio and revenue. Complete renewals and management of leases and licences of City owned land. Support advancement of affordable housing and supportive housing projects, including development of 926/930 Pandora Avenue project. Implementation and ongoing support of Transitional Shelter Project at 940 Caledonia Avenue. City transportation, greenspace and core services projects including David Foster Harbour Pathway, Doric Connector, completion of Peter Pollen Park acquisition, FH1 project and central library renewal project.	Minimize the impacts of pandemic on City's real estate portfolio and revenue. Complete renewals and management of leases and licences of City owned land. Support advancement of affordable housing and supportive housing projects, including development of 926/930 Pandora Avenue project. Implementation and ongoing support of Transitional Shelter Project at 940 Caledonia Avenue. City transportation, greenspace and core services projects including David Foster Harbour Pathway, Doric Connector, FH1 project and central library renewal project.

Service Area	Service Description	Department	T1	T2	T3
Provides businesses and suppliers transparent, fair and equal access to business opportunities with the City. Provide purchasing expertise and advice to foster a consistent and standardized approach to purchasing within the City.	Corporate Services	Management of City's purchases, insurance, risk management and claims processing. Competitive bidding processes in accordance with applicable laws, regulations, and trade agreements. Stores inventory management of supplies and products for City projects. Maintain sufficient insurance coverage of City owned property and assets and appropriate liability coverage. Provide list of purchases over \$50,000 as part of the triannual reporting to Council	Management of City's purchases, insurance, risk management and claims processing. Competitive bidding processes in accordance with applicable laws, regulations, and trade agreements. Stores inventory management of supplies and products for City projects. Maintain sufficient insurance coverage of City owned property and assets and appropriate liability coverage. Provide list of purchases over \$50,000 as part of the triannual reporting to Council	Management of City's purchases, insurance, risk management and claims processing. Competitive bidding processes in accordance with applicable laws, regulations, and trade agreements. Stores inventory management of supplies and products for City projects. Maintain sufficient insurance coverage of City owned property and assets and appropriate liability coverage. Provide list of purchases over \$50,000 as part of the triannual reporting to Council	Management of City's purchases, insurance, risk management and claims processing. Competitive bidding processes in accordance with applicable laws, regulations, and trade agreements. Stores inventory management of supplies and products for City projects. Maintain sufficient insurance coverage of City owned property and assets and appropriate liability coverage. Provide list of purchases over \$50,000 as part of the triannual reporting to Council. Provide Social Procurement training to PCard Holders
Coastal Communities Social Procurement Initiatives	Social Procurement means leveraging a social value from your existing procurement. An additional way that local governments can direct resources towards community benefit.	Corporate Services	Support Scale Collaborative, the contractor hired to advance this initiative with member municipalities	Support Scale Collaborative, the contractor hired to advance this initiative with member municipalities	Support Scale Collaborative, the contractor hired to advance this initiative with member municipalities
Accessible Emergency Preparedness Workshops	Promote participation in Emergency Preparedness Workshops and other preparedness events and exercises among agency partners who serve people with disabilities.	Engagement, Victoria Fire Department	On-going	Video presentation online	Video presentation online
City Communications Guidelines	Update City communication guidelines and visual standards to increase accessibility of public documents through alternate formats.	Engagement	On-going	On-going	Phase 1 – Accessible Guidelines and Visual Standards Branding completed. Phase 2 – Staff training and implementation begins in T3 and continues in 2022.
Communications	Provide strategic communications for City department programs, services and initiatives.	Engagement	Provide communications support for COVID-19 response, Strategic Plan, permanent affordable and supportive housing initiatives, temporary emergency sheltering, recreation program marketing, reopening of Crystal Pool and Fitness Centre and ongoing registration, Parks and Open Spaces annual update, urban forest update, Get Growing Victoria seedling program, residential branch collection, Clover Point interim strategy, Topaz Skate and Bike Parks, Topaz turf field renewal, Songhees Expansion Project, Restoration of Park Areas impacted by sheltering, Changes to Parks Regulation Bylaw, Call to Artists for Mural Roster and Commercial Alley Outdoor Art Gallery, Artist in Residence Youth Song Writing and Performance Workshops, Recruitment for Active Transportation Advisory Committee, Zero Waste Strategy, new EV charging station on Store Street, Call for Victoria Book Prize entries, Cultural Infrastructure Grant, DMAF underground infrastructure renewal program, Bowker Creek's 10th Anniversary, Triangle Green Completion, Electric Vehicle Awareness, Tsunami Preparedness Week, Earth Day, Alertable conversion for Vic-Alert, Connect & Prepare, Climate Action, new Zero Waste branded collection trucks, Checkout Bag Regulation Bylaw restart	Sheltering updates, webcasting from CRD till June 10, Build Back Victoria, Emergency Preparedness Week, Parks and Open Spaces Master Plan and Urban Forest Master Plan annual report, Songhees Park Expansion, Parks and Recreation Month, Recreation/Summer Camps/Fall and program marketing, Crystal Pool and Fitness Centre registration, new Tree Protection Bylaw, Get Growing Victoria seedling program, extreme fire risk in City parks and beaches, Gonzales Beach Migratory Bird Sanctuary, Clover Point Park Construction, Public Art and music performance announcements, Culture Infrastructure Grant, Poet Laureate project Wilde About Sappho, Electric Vehicle Strategy, Alertable Testing, Accessible Parking Regulations, House Conversion Regulations, City Building Blocks, Missing Middle Housing, Zero Waste Station Monitoring, update Rezoning Application community signage, Curbside Waste Collection Service Charge, Central Library Feasibility Study, Gorge Waterway Park District Vessels, new public washroom on Douglas Street, Dallas Road recreation upgrades, City Parkades Pay By Space, Curside Collection, Road Safety, Ship Point /Holland Point Park Slope Rehabilitation, IDPAD committee recruitment	Continue communications support for City's COVID-19 response and bi-weekly What's Up at Council video series. Provide communications support for in-person/live-streamed Victoria Orange Shirt Day ceremony in Centennial Square, ShakeOut, residential leaf collection, recreation program marketing, Crystal Pool and Fitness Centre registration, Get Growing Victoria seedling program, Waste Reduction Week, Yard and Garden Waste Service Change, climate achievements, National Drive Electric Week, Alertable testing, International Tsunami Day, Victoria Book Prizes finalists/winners announcements
Engagement	Provide strategic engagement services for City department's programs, services and initiatives.	Engagement	Major initiatives include: Budget 2021, Build Back Victoria, James Bay All Ages and Abilities neighbourhood cycling network, Community Virtuals Lunch and Learn series, Village and Corridor Planning for Fernwood, Hillside-Quadra and North Park Neighbourhoods, Rental Business Licensing Bylaw, Planning for OCP Update engagement, Welcoming City Strategy, Accessible Parking, Tsunami Risk, Climate Adaptation, Deconstruction Bylaw	Major initiatives include: Draft design of Peter Pollen Waterfront Park, Welcoming City Strategy, Neighbourhood Boundaries, Missing Middle Housing planning, OCP Update, Rental Business Licensing Bylaw, Village and Corridor Planning prep for Fernwood, Hillside-Quadra and North Park neighbourhoods, Government Street Concept Design, Sustainable Planning Lunch & Learns, Inclusion and Equity update to the Engagement Framework (external), Climate Change Adaptation, Micro-Mobility Bylaw, Source Separation of recyclables and compost in multifamily and commercial buildings, Placemaking Toolkit, Industry Consultation for Building Material Salvage Bylaw, Government Street Refresh Phase 1 engagement, Accessible Parking Design and Supply Rates	Major initiatives include: Peter Pollen Waterfront Park, continue Inclusion and Equity update to the Engagement Framework, 2022 Draft Budget, Government Street Refresh Indigenous and Phase 2 engagement, Missing Middle Housing engagement, Village and Corridor Planning engagement for Fernwood, North Park and Quadra-Hillside, Single-Use Item Reduction, Music Strategy

Service Area	Service Description	Department	T1	T2	T3
Engagement Summit	Work with community to update the City's current Engagement Framework to further support the meaningful and equitable inclusion of diverse voices in the City's public engagement processes.	Engagement	Early Pre-Planning: Work with SFU to design inclusion and equity-informed interviews led by City staff with local diversity groups and a targeted online survey to build relationships and inform update of the City's Engagement Framework and engagement practice to further support more equitable and inclusive public participation	Targeted engagement with local diversity groups to inform update to the City's Engagement Framework and engagement practice. Conduct best practice research.	Continue targeted engagement with local diversity groups and best practice research, develop draft equity and inclusion update to the Engagement Framework, planning for in-person/virtual Engagement Summit to take place in 2022 to obtain feedback on draft update to the Engagement Framework.
Participatory Budgeting	Support annual Participatory Budgeting process. The 2021 theme is neighbourhood spaces.	Engagement	Establish the community-led Participatory Budgeting 2021 Steering Committee	Hold a series of online workshops to raise awareness of the PB program and help residents and community groups hone their project ideas. Invite community to submit project proposals. Review project proposals and advance qualifying projects to the voting stage	Community voting and announce projects to receive funding
Access Awareness Day	Participate in the provincial annual Access Awareness Day. (ongoing)	Engagement		Social media activities to amplify and support local Access Awareness Day activities and programs. (Saturday, June 5, 2021)	
National AccessAbility Week	Promote and participate in National AccessAbility Week.	Engagement		Social media activities to amplify and support local National AccessAbility activities and programs (May 30 to June 5, 2021)	
New Accessible Technologies	Share information with disability organizations and service providers on new technologies being used within the built environment and public facilities.	Engagement, Engineering & Public Works, PRF	On-going	On-going	On-going
Accessible Meeting and Event Guidelines	Refine guidelines and processes for accessible public meetings, special events, and community engagement.	Engagement	Underway	Provide the draft Accessible Meetings and Events Toolkit to Accessibility Advisory Committee for review.	Incorporate Accessibility Advisory Committee feedback into draft Toolkit. Make available on City Intranet Site for staff and City website as best practice by the end of 2021.
Fleet Management	The management of the procurement of all new City Fleet and Equipment assets. Life Maintenance services for all city vehicles and small tools. Exceptions being - Procure Vehicles for VFD (maintenance performed by VFD) and provide maintenance for VicPD (VicPD procures their vehicles). The administration and management of the corporate vehicle registration and insurance program. Administration and management of the commercial fleet to ensure CVSE compliance	Engineering and Public Works	Corporate Fleet Procurement of replacement and expansion units to support City operating departments (ongoing). Procure to meet City emissions targets. Develop corporate green fleet strategy. Implement new fuelling procedure with fuel pumps being deactivated in mid/late 2021.	Corporate Fleet Procurement of replacement and expansion units to support City operating departments (ongoing). Procure to meet City emissions targets. Develop green fleet strategy. Launch cartograph for fleet in late 2021.	Corporate Fleet Procurement of replacement and expansion units to support City operating departments (ongoing). Procure to meet City emissions targets. Develop green fleet strategy. Launch cartograph for fleet in late 2021.
Land Development	Land Development administration	Engineering and Public Works	Administration of land development applications including processing engineering servicing, frontage works and right of way encroachment, excavation and construction permits.	Administration of land development applications including processing engineering servicing, frontage works and right of way encroachment, excavation and construction permits.	Administration of land development applications including processing engineering servicing, frontage works and right of way encroachment, excavation and construction permits.
Retaining Walls and Railings	Planning of maintenance and renewal of city owned seawalls, railings and retaining walls	Engineering and Public Works	Undertake planning, design and construction for major retaining walls and railings	Undertake planning, design and construction for major retaining walls and railings	Undertake planning, design and construction for major retaining walls and railings
Streets and Surface Infrastructure	Undertake the construction, maintenance and repair of the road, sidewalk, pathway surfaces (asphalt, concrete and pavers), and the infrastructure that is placed on these surfaces, such as benches, bollards, poles etc. to ensure safety, extend the asset life, ensure good aesthetics and to replace or install when required.	Engineering and Public Works	Annual maintenance programs and undertaking new capital projects	Annual maintenance programs and undertaking new capital projects	Annual maintenance programs and undertaking new capital projects

Service Area	Service Description	Department	T1	T2	T3
Transportation	The Transportation Division manages the planning, operations and renewal of the City's multi-modal transportation network to support the safe movement of people, goods and services and goals identified in Go Victoria.	Engineering and Public Works	<ul style="list-style-type: none"> markings and regulations in pursuit of road safety •Undertake the design, engagement, asset renewal and construction planning for approved mobility projects including road paving, sidewalks, crosswalks, traffic signals, bike lanes, traffic calming, accessible parking, EV charging stations, and transit stops; •Review and process re-zoning, subdivision and other development applications; •Review and process street occupancy and building permits; •Manage requests for changes to public right-of-way including parking, loading, and speciality zones; •Collect and analyze transportation and traffic data; •Develop and maintain policy and regulatory responses for mobility services and right of way management •Participate in regional and provincial transportation policy and regulatory planning processes; •Oversee the management of Advisory Committees (ATAC) •Support emergency preparedness and response needs •Deliver Pandemic Response & Business Recovery Programs 	<ul style="list-style-type: none"> signage, pavement markings and regulations in pursuit of road safety •Undertake the design, engagement, asset renewal and construction planning for approved mobility projects including road paving, sidewalks, crosswalks, traffic signals, bike lanes, traffic calming, accessible parking, EV charging stations, and transit stops; •Review and process re-zoning, subdivision and other development applications; •Review and process street occupancy and building permits; •Manage requests for changes to public right-of-way including parking, loading, and speciality zones; •Collect and analyze transportation and traffic data; •Develop and maintain policy and regulatory responses for mobility services and right of way management •Participate in regional and provincial transportation policy and regulatory planning processes; •Oversee the management of Advisory Committees (ATAC) •Support emergency preparedness and response needs •Deliver Pandemic Response & Business Recovery Programs 	<ul style="list-style-type: none"> manage the safe operation of city streets and oversee signals, signage, pavement markings and regulations in pursuit of road safety •Undertake the design, engagement, asset renewal and construction planning for approved mobility projects including road paving, sidewalks, crosswalks, traffic signals, bike lanes, traffic calming, accessible parking, EV charging stations, and transit stops; •Review and process re-zoning, subdivision and other development applications; •Review and process street occupancy and building permits; •Manage requests for changes to public right-of-way including parking, loading, and speciality zones; •Collect and analyze transportation and traffic data; •Develop and maintain policy and regulatory responses for mobility services and right of way management •Participate in regional and provincial transportation policy and regulatory planning processes; •Oversee the management of Advisory Committees (ATAC) •Support emergency preparedness and response needs
Asset Management	Support corporate asset management across the organization	Engineering and Public Works	Continue integration of the City's asset management software. Continue development and integration of corporate asset management tools.	<ul style="list-style-type: none"> Designed successful proof of concept for integration of the City's asset management system with the City's financial system. Corporate-wide assessment of City's asset management program and practices 	<ul style="list-style-type: none"> Planned deployment of asset management system to approximately 70 staff in Underground Utilities Develop priority corporate asset management tools
Emergency Management - Business Continuity (EPW)	Support Emergency Management in furthering corporate wide support to advance planning and preparation for potential events.	Engineering and Public Works			Continue disaster debris planning including engagement with regional stakeholders
Underground Utilities	Planning of maintenance and renewal of City's underground infrastructure (water, sanitary sewer and storm drains).	Engineering and Public Works	<ul style="list-style-type: none"> Undertake the investigation, monitoring, planning, design, construction support and procurement for capital construction projects including water, sewer and storm systems rehabilitation and upgrade Deliver Disaster Mitigation and Adaptation Fund grant funded projects Review and process re-zoning, subdivision and other development applications Administrate the Stormwater Utility, including maintenance of property characteristic data and administration of the Rainwater Rewards incentive program. Investigate contamination, leaks and spills, and cross-connections 	<ul style="list-style-type: none"> Undertake the investigation, monitoring, planning, design, construction support and procurement for capital construction projects including water, sewer and storm systems rehabilitation and upgrade Deliver Disaster Mitigation and Adaptation Fund grant funded projects Review and process re-zoning, subdivision and other development applications Administrate the Stormwater Utility, including maintenance of property characteristic data and administration of the Rainwater Rewards incentive program. Investigate contamination, leaks and spills, and cross-connections 	<ul style="list-style-type: none"> Undertake the investigation, monitoring, planning, design, construction support and procurement for capital construction projects including water, sewer and storm systems rehabilitation and upgrade Deliver Disaster Mitigation and Adaptation Fund grant funded projects Review and process re-zoning, subdivision and other development applications Administrate the Stormwater Utility, including maintenance of property characteristic data and administration of the Rainwater Rewards incentive program. Investigate contamination, leaks and spills, and cross-connections
Facilities - Building Services	Cleaning and janitorial support to City buildings to provide effective, healthy space for municipal operations	Parks, Recreation and Facilities	Clean and provide janitorial services for all City owned buildings, including carpets, floor, washroom cleaning and waste removal from work spaces. Includes deep cleaning responses to potential exposures in City facilities and new COVID-19 enhanced cleaning protocols in all City facilities including Crystal Pool. (year-round)		Clean and provide janitorial services for all City owned buildings, including carpets, floor, washroom cleaning and waste removal from work spaces. Includes deep cleaning responses to potential exposures in City facilities and new COVID-19 enhanced cleaning protocols in all City facilities including Crystal Pool and the annual shutdown. (year-round)
Facilities - Maintenance	Preventative and corrective maintenance on 1.9 million square feet of City owned facilities	Parks, Recreation and Facilities	<ul style="list-style-type: none"> Winterization protocols for public washrooms Preventative and reactive maintenance 	Review and process street occupancy and building permits;	<ul style="list-style-type: none"> Crystal Pool annual maintenance shutdown. Winterization protocols, heating and control system calibration. Back-up generator testing and repair program. Preventative and reactive maintenance performed.
Facilities Master Plan	The project will deliver a strategic plan to guide investment in City facilities for the next two decades. The document will be shaped by Condition Assessment data, organizational priorities, including the Climate Leadership Plan targets, as well as stakeholder input.	Parks, Recreation and Facilities	Project on hold		Develop draft report.

Service Area	Service Description	Department	T1	T2	T3
Waterfront Public Realm Improvements	Implementation of the designs for the public realm improvements, including a pedestrian connection underneath the Johnson Street bridge, boulevard landscaping, Janion Plaza and Northern Junk Plaza improvements, and expansion of Songhees Park.	Engineering and Public Works / Parks, Recreation and Facilities	Complete construction of Triangle Green. Continue detailed design of Songhees Park Expansion Project.	Manage requests for changes to public right-of-way including parking, loading, and speciality zones;	Tender project for construction and onboard contractor. Begin construction of Songhees Parks Expansion Project.
s̓əmaθən - Peter Pollen Waterfront Park Improvement Plan	Redevelopment of the waterfront lands following the remediation project, currently underway by Transport Canada. Staff will develop a park design, with input from the community, for construction in 2020.	Parks, Recreation and Facilities	Initiate extended engagement with Songhees Nation to refine park conceptual design and cultural heritage elements.		Complete extended engagement with Songhees Nation. Prepare final conceptual design report. Present to Council.
Topaz Park Improvements	The Topaz Park Improvement Plan was approved in June 2018. The plan includes a phased implementation strategy that considers replacement timelines for existing amenities, impacts on park users including user groups, construction efficiencies, priorities from public consultation and financial impacts. The detailed design of the artificial turf field (ATF) replacement project and the skate & bike parks project are currently underway with construction scheduled to begin late this year.	Parks, Recreation and Facilities	Onboard consultant for Skate & Bike Parks. Begin design development and stakeholder engagement process. Continue detailed design of ATF Replacement Project and complete stakeholder engagement process.	Collect transportation and traffic data;	Complete detailed design and begin construction of Topaz Park Skate & Bike Parks. Complete detailed design of Artificial Turf Field Project Replacement Project and prepare tender documents.
Playground Improvement Program	The City maintains 40 playgrounds in parks located throughout the municipality. Playgrounds typically have a lifespan of 15-20 years, after which they require replacement. This program delivers annual playground improvements on an ongoing basis in order to renew and improve these valued community amenities.	Parks, Recreation and Facilities	Project planning - replacement of Stadacona Park playground. Research and analysis. Initiate concept design.		Complete final concept design and report to Council. Following Council approval of concept design, complete detailed design and prepare tender documents.
Clover Point Park (Interim Plan)	The City is making modifications to Clover Point Park, as part of an interim plan to provide additional waterfront space for pedestrians and enhance the recreational value of the park.	Parks, Recreation and Facilities	Detailed design. Construct civil works. Procurement of materials and fabrication of site furnishings.	Develop and maintain policy and regulator responses for mobility services and right of way management	
Banfield Park Dock Expansion	The City is expanding the existing dock at Banfield Park as part of an effort to enhance the recreational use of the Gorge Waterway and in response to high demand.	Parks, Recreation and Facilities	Project planning and initiation.	Completed the rezoning process and made required amendments to the Zoning Regulation Bylaw to accommodate public docks, wharfs, and piers in Gorge Waterway Park.	Onboard contractor, complete detailed design process and begin construction of dock expansion.
Vic West Park Skatepark Lighting Project	The City is enhancing the existing valued skatepark at Vic West Park through the design and installation of site lighting to allow for safe use of the facility outside of daylight hours.	Parks, Recreation and Facilities			Project planning and initiation.
Parks - Infrastructure	Fabrication, installation, inspection and maintenance of hard assets/ infrastructure in parks, including playgrounds, fences, outdoor sport facilities and equipment, benches, picnic tables, pathways, signage, and irrigation systems. Construction of small/medium capital parks projects.	Parks, Recreation and Facilities	Capital construction projects including fencing, pathways and irrigation systems. Monthly inspections of playgrounds, sport courts, stairs, and other infrastructure. Annual inspection of sport field infrastructure. Weekly checks and maintenance of playgrounds. Park furnishings maintenance, repairs and installations. Dedicated bench installations, maintenance and repairs. Annual backflow reporting and spring activation of irrigation systems. Spring sport field changovers.	Capital construction projects including fencing, pathways and irrigation systems. Monthly inspections of playgrounds, sport courts, stairs, and other infrastructure. Weekly checks and maintenance of playgrounds. Park furnishings maintenance, repairs and installations. Dedicated bench installations, maintenance and repairs. Winterization of irrigation systems. Special event support.	Capital construction projects including fencing, pathways and irrigation systems. Monthly inspections of playgrounds, sport courts, stairs, and other infrastructure. Weekly checks and maintenance of playgrounds. Park furnishings maintenance, repairs and installations. Dedicated bench installations, maintenance and repairs. Winterization of irrigation systems. Special event support.
Parks - Horticulture and Nursery Operations	Maintenance of all gardens in parks and open spaces, including hanging baskets, horticultural beds, hedges, raingardens and the Orca display.	Parks, Recreation and Facilities	Propagation of plants including food starts, garden bed renovations and winter maintenance, chip trail maintenance, edging, and pond cleaning.	Oversee the management of Advisory Committees (ATAC)	Hanging basket decommissioning, Orca display decommissioning, garden maintenance, propagation and installation of winter display plants, winter planting program in BHP, and poinsettia display and winter basket installation.
Parks - Tree Care	Maintenance of 33,000 public trees in parks and on boulevards.	Parks, Recreation and Facilities	Maintenance of existing trees, tree planting program, risk assessments of existing trees and removal if required, annual branch pick-up program	Maintenance of existing trees, tree planting program, risk assessments of existing trees and removal if required, annual branch pick-up program	Young tree care program, maintenance of existing trees, Fall/Winter tree planting begins, risk assessments of existing trees and removal if required, Tree Appreciation Day event

Appendix C: 2021 Core Service Delivery Work Plan (Second Period Update)

Service Area	Service Description	Department	T1	T2	T3
Parks - Urban Forest Planning	Administer the Tree Preservation Bylaw, review and process Tree Permit applications for removal or pruning, review and process development-related applications for protection of trees including DP, DDP, REZ, HAP, BPs and Utility Permits, investigate Tree Bylaw complaints and infractions, review internal Capital projects for impacts on public realm including boulevards, track replacement trees, undertake site inspections	Parks, Recreation and Facilities	Review of approximately 125 Tree Permit Applications, 315 Development-related applications and 127 utility permit applications for tree impacts	Deliver Pandemic Response & Business Recovery Programs	Review of approximately 125 Tree Permit Applications, 315 Development-related applications and 127 utility permit applications for tree impacts
Parks - Turf and Boulevard Management	Maintenance of City green space, including all parks and boulevards	Parks, Recreation and Facilities	Annual leaf pick-up program ends, top dressing begins, mulch mixing, edging sportsfield soil testing, boulevard inspections, chip trail maintenance.	Field top dressing, mowing program, sport field change-overs (baseball to soccer and vice versa), sport court maintenance, boulevard renovation program.	Mowing and weeding, annual leaf pick-up program preparations and start, sport field and sport court maintenance.
Parks - Overnight Sheltering Support	Daily response to the impacts of sheltering activity in parks and open spaces	Parks, Recreation and Facilities	Removal and disposal of refuse, cleaning and washing, remediation and repair of damaged areas.	Removal and disposal of refuse, cleaning and washing, remediation and repair of damaged areas.	Removal and disposal of refuse, cleaning and washing, remediation and repair of damaged areas.
Recreation - Programs and Services	Planning and delivery of community recreation programs and services	Parks, Recreation and Facilities	Crystal Pool re-opening (Feb 1) with limited programs and services due to current COVID-19 Provincial Health Orders.	Public access to Crystal Pool expanded in line with Public Health Orders.	Fall/winter program sessions, Winter Break camps.
Recreation - Royal Athletic Park	Facility and event coordination, including sales/ ticketing, food and beverage operations, field maintenance, building operations and public inquiries.	Parks, Recreation and Facilities	Limited community field rentals, community access due to current COVID-19 Provincial Health Orders.	Community youth sport bookings. Outdoor recreation, fitness, arts and culture programs and summer camps. HarbourCats Season cancelled.	Community sport bookings. Outdoor recreation programs.
Recreation - Sport	Sport service coordination, including ice rink programs, sport field and court bookings	Parks, Recreation and Facilities	Limited community field and court rentals due to current COVID-19 Provincial Health Orders.	Limited community field and court rentals due to continuing COVID-19 Provincial Health Orders.	Fall/winter program sessions.
Emergency Management - Business Continuity (Parks, Recreation and Facilities)	Support Emergency Management in furthering corporate wide support to advance planning and preparation for potential events.	Parks, Recreation and Facilities	Update business continuity plans.	Support on-going COVID-19 City service recovery processes.	Support on-going COVID-19 City service recovery processes.
Community Planning - Plan Implementation	Provide services to guide decision making through preparation of long range policy plans, plan monitoring and adaptation. This includes city-wide and local area planning, zoning updates and other project work as part of ongoing plan implementation.	Sustainable Planning and Community Development	Preparation of updates and improvements to the Downtown Core Area Plan (DCAP) design guidelines and working group engagement	DCAP public engagement. Launch public engagement for Official Community Plan updates to ensure alignment with other city-wide plans as well as housing and climate action objectives.	DCAP update completion
Community Planning - Housing Services	Provide housing services to support and facilitate affordable housing through preparation of housing policies, strategies, programs and initiatives, including implementation of the Victoria Housing Strategy and Inclusionary Housing and Community Amenity Policy, as well as administration of the Victoria Housing Reserve Fund.	Sustainable Planning and Community Development	Support development application processes with guidance and advice on achieving housing objectives	Report VHRF Grant applications to Council following March 31 intake. Support development application processes with guidance and advice on achieving housing objectives.	Report VHRF Grant applications to Council following September 30 intake. Support development application processes with guidance and advice on achieving housing objectives.
Community Planning - Tenant Assistance	Provide support to renters in the city by implementing the Tenant Assistance Policy, managing the Rental Property Standards of Maintenance Bylaw and helping tenants navigate City policies, bylaws and processes.	Sustainable Planning and Community Development	Manage monthly meetings for Renters Advisory Committee. Prepare Tenant Assistance Plans. Manage Rental Property Standards of Maintenance Bylaw and tenant inquiries. Liaise with tenant advocacy and community services organizations.	Manage monthly meetings for Renters Advisory Committee. Prepare Tenant Assistance Plans. Manage Rental Property Standards of Maintenance Bylaw and tenant inquiries. Liaise with tenant advocacy and community services organizations.	Manage monthly meetings for Renters Advisory Committee. Prepare Tenant Assistance Plans. Manage Rental Property Standards of Maintenance Bylaw and tenant inquiries. Liaise with tenant advocacy and community services organizations.
Community Planning - Urban Design	Provide urban design services to the development application process and a range of capital projects including supporting the design of Victoria's All Ages and Abilities cycling network, the Build Back Victoria program and improvements to public spaces.	Sustainable Planning and Community Development	Implement Downtown Public Realm Plan. Provide urban design services for capital projects and public space planning. Provide urban design services for development applications and frontage improvements.	Implement Downtown Public Realm Plan. Provide urban design services for capital projects and public space planning. Provide urban design services for development applications and frontage improvements.	Implement Downtown Public Realm Plan. Provide urban design services for capital projects and public space planning. Provide urban design services for development applications and frontage improvements.
Community Planning - Wayfinding Implementation	Lead implementation of the Victoria Wayfinding Strategy through signage design and overseeing installation. In 2021 wayfinding signs will be expanded to Downtown parkades and neighbourhoods.	Sustainable Planning and Community Development	Sign content and design for James Bay. Site analysis for sign locations in other neighbourhoods.	James Bay signage under final stages of installation. Pilot for new road signage in Old Town installed. Dallas Road multiuse pathway signage installed.	Work planning and review for next phase of implementation based on budget and resources available.
Community Planning - Heritage Conservation	Undertake heritage policy initiatives, including ongoing identification and conservation of heritage sites and areas.	Sustainable Planning and Community Development		Heritage Planner recruitment; Final engagement for Robert Street Citizen-Led Heritage Conservation Area	Resume Lewis Street Citizen-Led Heritage Conservation Area
Community Planning - Data Collection and Monitoring	Undertake ongoing data collection, monitoring and reporting to inform long range planning and decision-making.	Sustainable Planning and Community Development			Report OCP Annual Review to Council; Report Housing Strategy Annual Review to Council

Service Area	Service Description	Department	T1	T2	T3
Development Services - Process Development Applications	Coordinate the processing of OCP amendments, rezoning, development permit, heritage alteration permit, variance, heritage designation and Tax Incentive Program applications	Sustainable Planning and Community Development	Approximately 40-50 development applications to COTW and 24 public hearing items	Approximately 40-50 development applications to COTW and 24 public hearing items	Approximately 40-50 development applications to COTW and 24 public hearing items
Development Services - Support Advisory Design and Heritage Advisory Panel	Provide administrative and planner support to the Advisory Design Panel and Heritage Advisory Panel	Sustainable Planning and Community Development	Coordinate and manage agenda and minute taking for approximately 8 meetings. Write and present referral reports for approximately 24 applications.	Coordinate and manage agenda and minute taking for approximately 8 meetings. Write and present referral reports for approximately 24 applications.	Coordinate and manage agenda and minute taking for approximately 8 meetings. Write and present referral reports for approximately 24 applications.
Development Services - Support Board of Variance	Provide support to the Board of Variance and manage hearing processes to vary Zoning Regulation Bylaw and Tree Preservation Bylaw	Sustainable Planning and Community Development	Coordinate and manage application processing, agenda, minute taking and hearing notification process for approximately 8 meetings with 16-20 hearings.	Coordinate and manage application processing, agenda and minute taking and hearing notification process for approximately 8 meetings with 16-20 hearings.	Coordinate and manage application processing, agenda and minute taking and hearing notification process for approximately 8 meetings with 16-20 hearings.
Development Services - Support CALUC Processes	Liaise with and between CALUCs and applicants to support and coordinate the CALUC processes	Sustainable Planning and Community Development	Administrative and Planner support for approximately 10-15 CALUC "meetings"/consultations. Report to COTW to provide interim process review regarding COVID adaptations.	Administrative and Planner support for approximately 10-15 CALUC "meetings"/consultations. Implement amendments in response to direction to require applicant participation in virtual meetings if requested by CALUC.	Administrative and Planner support to approximately 10-15 CALUC "meetings"/consultations. Plan for and seek Council direction on processes to be used post-COVID
Development Services - Regulatory & Process Updates and Improvements	Lead and implement routine as well as transformative regulatory updates and process improvements.	Sustainable Planning and Community Development	Implement tools to monitor housing coming forward as a result of updated House Conversion Regulations.	Report to COTW to seek Council direction regarding regulatory and process changes to advance the rapid deployment of affordable housing. Enhanced communication and stakeholder education regarding new House Conversion Regulations	Public engagement and report back to Council regarding regulatory and process changes regarding rapid deployment of housing options.
Development Services - Process Delegated Applications	Review and process delegated permit applications including the Garden Suite Program with referral of applications that are inconsistent with guidelines to Council.	Sustainable Planning and Community Development	Coordinate review processes and work with applicants to ensure consistency with approved Council guidelines for 30-45 applications.	Coordinate review processes and work with applicants to ensure consistency with approved Council guidelines for 30-45 applications.	Coordinate review processes and work with applicants to ensure consistency with approved Council guidelines for 30-45 applications.
Permits and Inspections - Process Building Permits	Coordinate the processing of Building, Plumbing and Electrical Permits including administrative and field review services	Sustainable Planning and Community Development	Approximately: 300 Building Permits with value of \$125 mil; 300 Plumbing Permits; 720 Electrical Permits; 35 Sign Permits.	Approximately: 300 Building Permits with value of \$125 mil; 300 Plumbing Permits; 720 Electrical Permits; 35 Sign Permits.	Approximately: 300 Building Permits with value of \$125 mil; 300 Plumbing Permits; 720 Electrical Permits; 35 Sign Permits.
Permits and Inspections - Customer Service	Provide front line customer service and initiates service delivery improvements	Sustainable Planning and Community Development	Launch of Plumbing eApply process. Launch of new single-number, call system to prioritize calls for service including dedicated resourcing of staff and associated updates to webpages and documents. Monitoring of review timelines and identifying/ implementing process improvements.	Monitoring of new call system. Monitoring of review timelines and identifying/ implementing process improvements. Enhance inventory of information resources for customer inquiries.	Monitoring of review timelines and identifying/ implementing process improvements. Enhance inventory of information resources for customer inquiries.
Permits and Inspections - Liquor License Resolutions and Sign Applications	Coordinate the processing of Liquor License application resolutions and Sign Bylaw applications	Sustainable Planning and Community Development	Approximately four Liquor Licensing reports and one Sign Bylaw report to COTW.	Approximately four Liquor Licensing report and one Sign Bylaw report to COTW.	Approximately fifteen Liquor Licensing reports and one Sign Bylaw report to COTW.
VFD - Administration	Office of the Fire Chief, two Deputy Fire Chiefs and administrative professionals.	Victoria Fire Department	Ongoing updates and implementation of VFD Pandemic Plan. Fire Prevention and Regulation Bylaw and False Alarms Bylaw update. Preparation of the Fire Dispatch RFP. During the COVID Epidemic, ensuring the department continues to take steps to effectively continue operations with respect to staff health and safety through City Policies and the implementation of the VFD Pandemic Plan, which speaks to fire operations includes cleaning and decontamination procedures, response to medical emergencies with potential COVID infection, fire investigations and apparatus deployment considerations.	2022 Financial Plan. Ongoing Support of Staff and Communicable Diseases Plan. Support of Dispatch Transition Plan. Implementation of bylaw updates. Procurement of Equipment and Protective Clothing. Preparation of Engine RFP.	Ongoing Support of Staff and Communicable Diseases Plan. Support of Dispatch Transition Plan.
VFD - Emergency Management	Coordinating emergency preparedness, mitigation, response and recovery. Responsible for EOC readiness and activations, emergency planning, training & exercises, Vic-Alert, Remotely Piloted Aircraft System(RPAS), regional emergency planning, management of volunteer teams: Emergency Support Services, Auxiliary Communications, Cyclist Response Team, and Connect & Prepare.	Victoria Fire Department	COVID-19 EOC After Action Review (interim report), Tsunami safe high ground mapping & public education, COVID-19 Business Impact Analysis and Continuity Planning, Connect & Prepare Program and public education, Emergency supply & container maintenance, Regional Evacuation Planning, implementation of Vic-Alert powered by Alertable, ESS UBCM Modernization, Earthquake Early Warning, staff training and exercises.	Coordinate EM Planning Committee (debris mgmt., Crisis Comms, cyber security, EOC training & exercises), Tsunami Pub Ed updates, material dev, & engagement, Connect & Prepare Program dev, Equip & resource management, emergency plans review & updates checklist, EOC Teams site dev. with IT & EOC tech asset & resource dev & maintenance.	Update the Extreme/Severe Weather Plan, Review lessons learned and a path forward including the development of a holistic and effective corporate training and education program, enhanced community education program in partnership with VFD EM, Prevention & Inspections, and Engagement departments to include all hazards on-line and updated in person materials, and implement strategies for an effective ESS program.
VFD - Fire Prevention	Provision of Fire and Life Safety Inspections to meet Fire Prevention and Regulation Bylaw, Fire Investigations as required by the Fire Services Act, and Community Education programming	Victoria Fire Department	Provision of Fire and Life Safety Inspections to meet the Fire and Prevention and Regulations Bylaw. Fire Investigations as required by the Fire Services Act, and Community Education programming pending changes to COVID Restrictions. Smoke alarm messaging for battery replacement with time change. Eligible members completing Fire Officer training to meet educational requirements for future vacancies.	Provision of Fire and Life Safety Inspections to meet the Fire and Prevention and Regulations Bylaw. Fire Investigations as required by the Fire Services Act. Eligible members completing Fire Officer training to meet educational requirements for future vacancies.	Provision of Fire and Life Safety Inspections to meet the Fire and Prevention and Regulations Bylaw. Fire Investigations as required by the Fire Services Act, and Community Education programming. Fire Officer training to meet educational requirements for future vacancies. Fire Prevention Week and Smoke alarm messaging for battery replacement with time change.
VFD - Mechanical	Provides mechanical maintenance and servicing of fire apparatus and equipment to the Victoria Fire Department (VFD) and Regional Fire Department customers on a "fee for service" basis. Regular maintenance of department power tools and equipment including oversight of departmental fuel and lubricant use, apparatus design, as well as the maintenance two fire boats required to support marine responses.	Victoria Fire Department	Composing technical specifications for a request for proposals to purchase a new fire engine. Preparation and outfitting 5 new EVs for the Fire Prevention Division and outfitting the new more efficient van for Emergency Support Services. Preventative maintenance and repairs of VFD apparatus and equipment. Maintenance and oversight of the VFD self-contained breathing apparatus (SCBA) program.	Preventative maintenance and repairs of VFD apparatus and equipment. Maintenance and oversight of the VFD self contained breathing apparatus (SCBA) program. Overhaul and installation of new fire pump on Fire Boat 2.	Preventative maintenance and repairs of VFD apparatus and equipment. Maintenance and oversight of the VFD self contained breathing apparatus (SCBA) program. Regional Fleet Servicing, on a cost recovery basis, for repairs, maintenance and commercial vehicle inspections of Langford and Sooke Department apparatus. Completion of commercial vehicle inspection for Victoria Fire Department apparatus.

Service Area	Service Description	Department	T1	T2	T3
VFD - Suppression	Provision of Fire, Rescue, Medical and Marine emergency response	Victoria Fire Department	Suppression staff development and training initiatives in T1 will be focussed on joint Rescue Task Force (RTF) training with Greater Victoria Emergency Response Team (GVERT) in accordance with NFPA 3000 guidelines and recommendations. The Fire Boat Protector retrofit will be complete at end of T1 and will return to service. A High Rise Firefighting Operations Manual remains under development and is projected to be completed near the end of T1. Command Officer testing and evaluations in accordance with NFPA 1021 Job Performance Requirements were completed. Company Fire Inspection Program	T2 training and staff development will be primarily focused on fire boat operator training, fire officer certification programs, live fire and rapid Intervention fire fighter rescue training, remote piloted aircraft training and first responder medical recertification. Company Fire Inspection Program.	Staff training in T3 will be focused on Company Officer development and fire fighting strategies and tactics. 12 Junior officers will receive Emergency Scene Management training. Emergency scene management and fire ground strategies and tactics may include joint training initiatives with our Mutual Aid partners if scheduling and COVID restrictions permit. Company Fire Inspection Program